

15 APR 1986

MEMORANDUM FOR: Chief, Plans and Programs Staff, OL

FROM:

Chief, Supply Division, OL

SUBJECT: Strategic Planning

1. Per the request of the Director of Logistics, Supply Division has identified its goals and objectives for fiscal years 1981 through 1985. They are presented in the attachment, but not necessarily in order of priority or importance.

2. The attached goals and objectives are primarily based on our own internal assessment of where we, as a Division, would like to be circa 1986. I think we must recognize, however, that these goals have been adopted while operating in something of a vacuum. What are the other components doing? We know that the DDA has effectively lost control of the Office of Personnel...no great impact upon OL. We now see in DoD and elsewhere in Government, the trend to combine automated systems with communications. Because the technologies of automation and communications have merged, and because information systems include both the processing and transmitting of information, the Army, in 1978, combined two components to form the Office of the Assistant Chief of Staff for Automation and Communications. At a recent staff meeting, we were advised that there was to be appointed a "Czar" for automation and communications for the U.S. Government. While organizational changes can occur slowly with the Agency, it is not outside the realm of possibility that within the five-year scope of this planning cycle, ODP and OC will merge. Because of the large numbers of people and dollars involved, it is just as likely that such a merger will result in the formation of a new directorate separate from DDA. Up to this point one could still visualize little impact upon OL...we would support the "new" directorate just as we now do. (However, the driving force may well be OC. With a new charter, an existing worldwide logistics base in being at its regional sites and the bulk of our line items in stock being under OC cognizance, why would this new component need Supply Division? Historically, OC has co-opted OL personnel (primarily engineering techs), but it takes little imagination to visualize first the assignment of a contracting team to the new directorate and eventually that directorate's desire to centralize, under its control, as much

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of its support base as possible. To my mind, this type of scenario is one which should be given some forethought as we enter into this planning period and is but one of several which could be hypothocated.

3. Please address any questions you may have to the focal point officer,

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1. Goal: Enhance the OL managerial decision-making process.

Objectives: a. Develop a resource of information that would be fully automated and centralized via the LMMS.  
b. Develop human resources trained in the field of data processing and the LMMS.

2. Goal: Eliminate an estimated man-month presently required to rekeyboard data from listings in the Forms Data Base.

Objectives: Automate the publication of the Agency Form Catalogs.

3. Goal: Expedite processing time, reduce the possibility of lost data messages, and eliminate the external support requirement and related liaison.

Objective: Accomplish provisioning and other preprocurement screening of the Federal Catalog Data Base via AUTODIN utilizing the FARS system rather than the present courier system.

4. Goal: Maintain consistent operating procedures and data interfaces for file data compatibility between the Federal Catalog Data Base and the ICS/LMMS.

Objective: Monitor changes in the Federal Catalog System resulting from the implementation of the National Supply System and closely review Federal cataloging procedural and documentation changes.

5. Goal: Ensure that young Logistics careerists are well trained in the disciplines necessary to meet future requirements at Headquarters and overseas.

Objective: Establish career development plans whereby these individuals receive adequate training in all facets of Logistics.

6. Goal: Accomplish our objectives while "doing more with less."

Objective: Institute new technologies that will result in a savings of time, money, and manpower, i.e., automated requisitioning, electronic mail, word processing equipment, LMMS.

7. Goal: Improve the present capability of supporting Agency covert military programs on a worldwide basis.

Objective: Conduct operational readiness exercises [ ] on an annual basis and search for methods to improve upon the present quick-reaction capability.

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8. Goal: Ensure a smooth transition from a very mature and experienced work force [ ] to a comparatively immature and inexperienced work force.

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Objective: Initiate a career development and personnel plan [ ] which would include an apprentice program for the young and the hiring of young journeymen capable of assuming specialist positions.

9. Goal: Provide better service to customers.

Objective: a. Establish a predictable and reliable flow-through time of ten to fifteen days for processing material [ ]

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b. Develop an improved system to track material through the various Depot functions.

c. Institute new and innovative packaging techniques.

d. Increase the use of automated materiel handling equipment.

e. Computerize transportation information.

f. Automate Receiving Section paper flow to include certification of invoices for faster vendor payment.

g. Decrease flow-through time by one-third. 3120

h. Use word processing machines and automated systems to create picking, packing, and shipping documents.

10. Goal: Improve the working environment [ ]

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Objectives: a. Build a structure for Preservation and Packaging Section.

b. Solve the heat problem during the summer.

c. Build an environmentally controlled area for the storage of paper products and tapes.

- d. Rehabilitate the employees' day room and renovate the building in terms of painting and floor sealing.
- e. Provide better secure storage by refurbishing or replacing the outlying Butler buildings.
- f. Enclose and automate the loading dock.
- g. Double the storage capacity with drive-in or drive-through storage rack systems.

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11. Goal: Achieve a better trained work force

Objectives: a. Cross-train personnel to the greatest extent possible.

b. Make first-line supervisors responsible for ensuring that their personnel are available for and receive proper training.

c. Attend State of the Art conventions to become acquainted with the latest techniques in warehousing material handling, packaging and preservation, and transportation.

12. Goal: Conserve more energy

Objectives: a. Consolidate Depot fleet trips.

b. Install an automatic light switch system.

c. Replace present heating plant with a new system and reduce fuel consumption by half.

d. Institute a gasahol program and experiment with synthetic oils and lubricants.

e. Establish a Depot personnel shuttle to interface with the Agency shuttle system.

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13. Goal: Eliminate paper records and files.

Objectives: a. Position data access terminals in domestic and field stations for direct interface with Headquarters.

b. Replace hard copies of customer requisitions forwarded to procurement offices with computer printouts.

c. Eliminate internal office hard copy and files through use of microfiche and more reliance on ICS.

d. Produce computer-generated stock replenishment requisitions as now accomplished with back-order release actions.

e. Eliminate manual postings of source documents.